Transformation Management Measures

Purpose

The purpose of this tool is to outline specific measurements that can be used to support an ERP or CBPI program's transformation management activities. Transformation management helps ERP or CBPI programs ensure a smooth implementation of new system and/or business processes and lays a foundation for future changes.

The success criteria, i.e. how an ERP or CBPI program measures whether or not a program has been successful, are less tangible in the area of transformation management than in other areas of program management. However, the criteria below provide a reasonable baseline for performance measurement judgment. Note that the criteria listed in the left column must be considered along with the methods of measurement if they are to be considered objective. For example, for the second criterion listed below, a structured questionnaire will both define the 'people issues' and incorporate an appropriate rating scale to measure satisfaction.

Critical Success Factors	*Method of Measuring*	*Timing / Frequency of Measurement*
•Issues raised during Readiness Assessment/s are addressed	•Issues are formally logged when raised, then removed when dealt with; many will be part of the leader action plan	•On an ongoing (weekly) basis •More formally when a Readiness Assessment is conducted
• Feedback from locations and leaders suggests they are satisfied that people issues are being addressed	•Simple short structured questionnaire, administered by telephone, interview or e-mail survey •Feedback at organization meetings	•Approximately every three months or in alignment with key milestones for each phase as determined by ERP or CBPI program plan •Informally on an on-going basis
•Key (identified) leaders and relevant stakeholders are appropriately consulted and are committed to changes arising from BMA ERP or CBPI program	•Feedback, simple structured and informal face to face, to ascertain degree to which individuals own solutions identified	•According to program and transformation management schedule
•End Users indicate they feel supported with ERP or CBPI program transformation management initiative	•Representative cross-section of users contacted (either face to face or by telephone) and asked pre-planned questions • Change Readiness Assessment - End Users	•According to their involvement in the program, pilot location to be 'sampled' initially and more comprehensively, with other locations sampled later with a focus on communications
• Program executive sponsors are satisfied that transformation management needs are being adequately met	•Structured feedback to/from program steering committee	•Via program management: conference calls etc

Critical Success Factors	Method of Measuring	Timing / Frequency of Measurement
• Each ERP or CBPI program milestone is accompanied by appropriate communication and feedback	• Structured feedback obtained in connection with key 'communication events' and processes	• Linked to program milestones per communication schedule